



NW MAC Operations Handbook

**Northwest Geographic Area
Multi-Agency Coordination Group**

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I. INTRODUCTION

This Operations Handbook includes procedures to guide Northwest Multi-agency coordination (NW MAC) activities in those situations where identified unusual or critical fire danger or resource mobilization requires continuous, daily interaction between agencies to ensure that decisions not covered in existing plans and guides are responsive to the priority interests of the geographic area as a whole.

Coordination and communication between wildland fire protection agencies is an ongoing process in the Pacific Northwest. The fire program managers of the various state and federal agencies involved in wildland fire protection meet regularly as the Pacific Northwest Wildfire Coordinating Group (PNWCG). This group serves as a forum to review and discuss matters of mutual interest and to develop plans to ensure a coordinated approach is taken relative to wildland fire protection in the states of Washington and Oregon.

The Northwest Interagency Mobilization Guide and the Northwest Preparedness Plan provide direction to the Northwest Coordination Center (NWCC) on the movement of resources between agencies and units to support wildfire suppression needs and maintain response capabilities within the geographic area. State mobilization plans provide direction to agency managers for movement of state resources and maintenance of statewide response capability.

Mission

NW MAC provides a forum to discuss actions to be taken to ensure that an adequate number of resources are available to meet anticipated needs and to prioritize and allocate those resources most efficiently during periods of shortage.

The NW MAC forum will ensure for coordinated:

- incident prioritization,
- resource acquisition, allocation and reallocation strategy development, related to workload and capability scenarios, state or national disaster response, (e.g., National Response Framework),
- information provided to media and agency heads, and
- identification and resolution of issues common to all parties

Authorities

Agency Administrators, by virtue of the executive positions they occupy in their respective agencies, have the authority to order the movement of personnel and equipment under their jurisdiction to maximize the pre-suppression and suppression capabilities of their agencies.

Fire Program Managers/Agency or Unit Duty Officers of the respective agencies are authorized within constraints of available funding and policy to manage preparedness activities and coordinate such with other agencies and to move resources between units to best serve the needs of their respective agencies.

Manager of the Northwest Coordination Center (NWCC), through the Memorandum of Understanding that establishes NWCC as the Geographic Area Coordination Center (GACC), with the approval of agency duty officers, has the authority to move resources across agency boundaries to meet preparedness and suppression needs of the participating agencies within PL 1-3 and in coordination with NW MAC at PL 4-5. Such movement is limited to actions specified in (1) Letter of Delegation (Appendix 2), (2) the NWCC Annual Operating Plan, (3) the Northwest Area Interagency Mobilization Guide and (4) the Northwest Area Preparedness Plan.

NW MAC Group Members, if other than a federal or state agency Executive, are authorized through delegation from their respective Executives to commit their agency to actions agreed upon during NW MAC Group deliberations. Such delegation of authority shall be in writing by their respective agency administrators and shall specify any limits to this authority.

MAC members include all of the PNWCG members except the state fire marshal and fire service representatives who will be represented by their respective state natural resource agency.

In most instances in the Pacific Northwest, the state or regional level federal agency administrators have designated the fire program manager of their respective agencies the NW MAC Group member. Since the NW MAC Group represents agency administrators at federal or state levels, it is recommended that if an agency's fire program manager is not able to serve with the NW MAC Group, that their replacement possess the stature of a local agency administrator with operational fire background.

Under certain circumstances, NW MAC Group members may also include representatives from other agencies with jurisdictional responsibilities not represented by one of the NW MAC agencies. The need for these additional representatives will be reviewed by and agreed to by NW MAC at the time of activation or as the situation warrants. Such invitations must be coordinated through the appropriate delegated PNWCG representative(s) and the Chair.

Organization

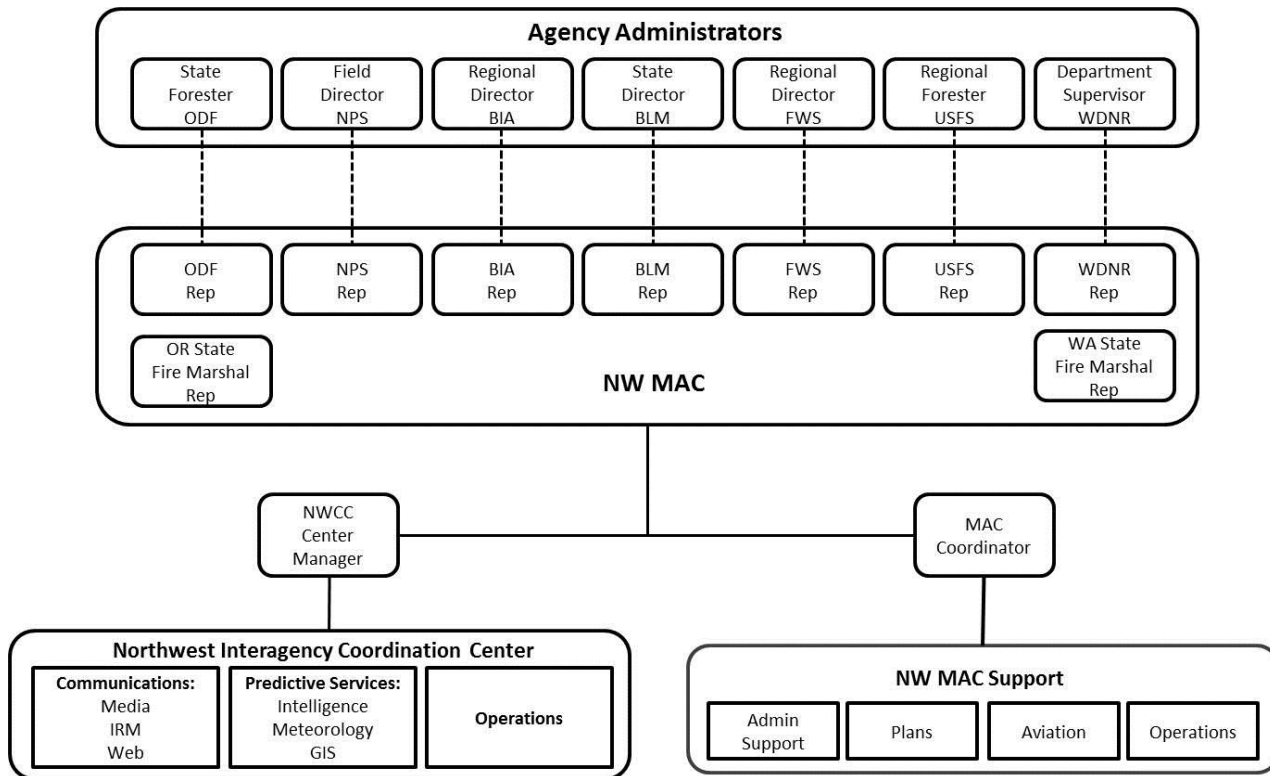
The NW MAC will consist of the NW MAC Group Coordinator, Chair and following agency representatives:

- Bureau of Land Management
- Bureau of Indian Affairs
- National Park Service
- Oregon Department of Forestry
- Oregon State Fire Marshal's Office
- Washington State Fire Marshal's Office
- US Fish and Wildlife Service
- US Forest Service
- Washington Department of Natural Resources

The flow of information generally runs between each agency executive and their respective NW MAC representative, and then by consensus to the NW MAC Chair. The NW MAC Chair maintains direct communication and coordination with the NWCC Manager and the NW MAC Coordinator. See Figure 1 below. Responsibilities of each position identified are described in subsequent sections of this Operations Handbook.

Support specialists will be requested as the situation dictates. Trainees are acknowledged and encouraged in NW MAC Coordinator and Support positions. Trainees should be limited to no more than two at any one time and should be coordinated through the NW MAC Coordinator.

Figure 1: MAC Information Pathways



II. ROLES AND RESPONSIBILITIES

Executives

- Delegates NW MAC Representative and issues written delegation of authority (see Appendix 1).
- Supports NW MAC Group decisions.

NW MAC Group Representatives

- Establishes incident priorities.
- Establishes priorities for allocation of resources between incidents within the geographic area.
- Identifies and resolves NW MAC issues common to all parties.
- Develops procedures to implement National NW MAC decisions.
- Allocates, re-allocates and/or reassigns resources between incidents when necessary.
- Initiates special actions to alleviate resource shortages to meet anticipated demands.
- Keeps Agency Administrators and Executives informed of the situation and of NW MAC decisions.
- Keeps cooperating partners (e.g., State Emergency Management, National Guard, neighboring states, landowner interest groups) informed of the situation and of NW MAC decisions.
- Each agency has only one NW MAC Representative but may bring in other agency personnel to assist the NW MAC member according to workload and issues.
- Maintains a dialog with the Incident Unit Agency Administrators.

NW MAC Chair

- The PNWCG Chair serves as the NW MAC Chair.
- The Vice-PNWCG Chair will serve as Acting NW MAC Chair during the absence of the NW MAC Chair.
- NW MAC representatives will elect the NW MAC Chair when both the NW MAC Chair & Vice-Chair are absent.
- Facilitate issues needing PNWCG attention.
- Works with the NW MAC Coordinator to determine which issues are PNWCG issues and which are NW MAC issues.
- In conjunction with Agency Representatives the NW MAC Chair will determine the need for and facilitate Agency Executive briefings and conference calls.
- Develops and annually revises the NW MAC Operations Handbook.
- Determines need for and, if necessary, formally activates a sitting NW MAC and determines NW MAC Group operating location and facility.
- Facilitates decision for additional NW MAC Group representation beyond the wildland agencies.

NWCC Manager

- Fulfills requirements described in the Delegation of Authority letter.
- Implements NW MAC and NNW MAC decisions.
- Recommends issues needing NW MAC action.
- Assembles intelligence information to support NW MAC activities i.e.,
 - resources committed (ICS-209 and IRSS or ROSS reports),
 - outstanding resource orders,
 - resources available,
 - projected needs by incident
- Can recommend formal activation of NW MAC as the situation warrants.
- Coordinates with Agency Duty Officers when planning and implementing Geographic Area preparedness activities.
- Works with MAC Chair to select NW MAC Group Coordinator when formal NW MAC is activated.

NW MAC Coordinator

- Establishes, with NW MAC Group concurrence, a daily schedule for meetings and conference calls
- Facilitate issues needing NW MAC Group attention.
- Works with the NW MAC Chair to determine which issues are PNWCG issues and which are NW MAC issues.
- Obtains appropriate intelligence information necessary to support NW MAC activities.
- Acquires staff to support NW MAC Group activities, evaluate need for NW MAC Group note taker.
- Ensures adequate subject matter expertise is available to support NW MAC activities.
- Facilitates NW MAC Group meetings.
- Documents NW MAC action items and decisions.
- Assembles the record of NW MAC activities.
- Facilitate the scheduling of agency representative trainees.
- Serves as a point of contact with National MAC (NMAC) Liaison.
- NW MAC Coordinator may decide due to workload to bring in a Deputy NW MAC Coordinator.
- Facilitates daily conference calls with IC's and AC's.
- Coordinates with NWCC Manager and NW MAC Chair.
- Reports directly to NW MAC Chair.

NWCC and NW MAC SUPPORT SPECIALISTS

The NWCC may assemble additional staff at Preparedness Levels 1 through 3 specifically to provide incident support and to accomplish incident prioritization and coordination. This generally occurs whenever two or more large incidents are active in the Geographic Area and resource competition requires that incidents be prioritized. Individual NWCC Support positions may be activated to meet specific organizational needs at NWCC. Individual positions may also be utilized to facilitate ramp up/down of the full support organization. At Preparedness Levels 4 and 5, a NW MAC Support organization is assembled as staff for the NW MAC, supervised by the NW MAC Coordinator (MCCO).

NW MAC Support – Administration

- Arranges for work area the NW MAC Support team can use. Ensures telephone and computer access, work stations, meeting space, and access to FAX, copier, and office supplies.
- Reserves conference call times for needed briefings, and provides schedule and access information to all participants.
- Prepares filing system to organize and retain all records related to NW MAC Support activities. Files all NW MAC Support materials to document activity and decisions made by the group.
- Provides telephone coverage, note-taking duties, correspondence support, and other clerical duties as requested. Provides Emergency Firefighter Time Report to all NW MAC Support team members and assists as needed.
- Maintains and updates mailing lists used to send decision documents and other information. Makes key documents available for posting to the NW MAC homepage as well.
- When the NW MAC Support group is disbanded, consolidates all records material for permanent retention.

NW MAC Support – Aviation

- Tracks the status of critical aviation resources as defined by NW MAC.
- Provides recommendations for mobilization, allocation, reallocation, and release of aviation resources.
- Establishes and maintains coordination with the NWCC Center Manager, Operations Manager, Coordinators and Aircraft Dispatchers.
- Establishes and maintains coordination relationships with Agency, Unit and Incident aviation managers within the PNW, NICC aircraft coordinators, and sub-geographic NW MACs.
- Assists with the daily prioritization of PNW incidents.
- Maintains currency related to weather conditions and current and expected fire workload.
- When requested, assists with the resolution of aviation related issues.
- Facilitates daily aviation conference call with incidents and units.

NW MAC Support – Operations

- Tracks the status of Type 1 crews, Type 1 & 2 Incident Management Teams, and PNW initial attack capability as defined by NW MAC.
- Works with the NWCC Emergency Operations Manager and IMT Operations Section to assure that available resources are assigned according to critical needs.
- Provides recommendations for mobilization, allocation, reallocation, and release of ground operations resources.
- Establishes and maintains relationships with the NW MAC coordinator, Aviation coordinator, Planning coordinator, Incident Commanders and the NWCC Emergency Operations Manager.
- Establishes and maintains a working relationship with agency local and State/Regional Duty Officers to identify initial attack capability.
- Makes daily contact with sub geographic area NW MAC coordinators on allocation and reallocation issues.
- Assists with the daily prioritization of PNW incidents.
- NW MAC point of contact and supervisor of NW Surge Task Force.

NW MAC Support – Planning

- Collects the Incident Prioritization Worksheets (IPW), ICS 209's, and any additional information from the incidents needed for prioritization.
- Maintains and inputs incident information into the database for incident prioritization.
- Works with the IMT Planning Section, NWCC intelligence group, and sub-geographic NW MAC on information clarification and/or additional information needs.
- Tracks critical needs of each incident and displays daily.
- Maintains daily information on NW MAC/Area, NW MAC incident priorities, daily schedules, conference calls, and phone numbers.
- Collects documentation for and maintains the NW MAC documentation package.
- Assists with the daily prioritization of PNW incidents.
- Assesses and recommends additional staffing, changes to procedures, and/or data needs to provide for efficient, accurate and timely information for decision making.
- As needed, contacts IMT's for clarification and/or updates on fire status and needs.

- As requested, analyzes WFDSS reports for assumptions about resource availability and determines if the objectives/strategy are in line with resources needed to accomplish the mission.
- Facilitates incident prioritization.
- Orders an ISuite SME to provide time/tracking support in the event of the NW Surge Task Force activation.
- Supervises administrative and resource support staff.
- Distributes NW MAC decisions.

NW MAC Support – Resources

- Ensures each incident gets the Incident Prioritization Worksheet (IPW) and the instructions for completing the IPW.
- Collects the IPW and ICS 209's for each incident being ranked by the NW MAC Group, and the Pending Request ROSS Report.
- Inputs data from the IPWs into the database for incident prioritization.
- Maintains and posts daily information on geographic NW MAC, sub-geographic NW MAC, and Area Command incident priorities.
- Posts NW MAC Group daily schedule.
- Completes NNW MAC IPW for review by the NW MAC Support Group and approval by the NW MAC Coordinator when requested by NNW MAC.
- Collects documentation and maintains the NW MAC documentation package for the incident prioritization process.
- Establishes and maintains a tracking process for all Incident Management Teams and Area Command Teams assigned in GACC and other critical resources as necessary.

NW MAC Support – Safety

- Understands and can communicate Agency safety principles and policies in an interagency context.
- Monitors the overall safety situation for the geographic area.
- Facilitates the daily Incident Safety Officer Conference Call.
- Maintains contacts with Incident Safety Officers; may provide briefings/briefing materials to update incoming IMTs on safety issues and policies in the NW.
- Collects safety-related data from incidents/units and maintains a running trend analysis on accidents, injuries, fatalities, and issues.
- May lead or sponsor field trips to incidents/units as necessary.
- Recommends, coordinates and is then principal NW MAC contact for Safety Assistance Team (SAT) and Fire Assistance Safety Teams (FAST). Provides assistance and support to team leaders.
- Maintains daily contact with NW MAC Coordinator and Aviation/Operations Specialists for coordination and situational awareness; participates in NW MAC briefings/conference calls.
- Coordinates with Agency Fire Safety Specialists.

AGENCY AND LOCAL ROLES IN NW MAC COORDINATION

There are a number of Agency, Local Unit, and Incident Management points of contact that play important roles in NW MAC coordination.

Agency Duty Officers

- Coordinates Agency preparedness with NWCC Center Manager in anticipation of a fire weather/initial attack event and based upon fire danger/fuel conditions.
- Works with NWCC Manager/NW MAC Coordinator to maintain Agency situational awareness.
- Facilitates flow of intelligence information to/from Agency Unit leadership in support of NW MAC activities.
- Provide intelligence on emerging/Type 3 incidents on the 0730 IC AC Conference Call.

State Coordination Centers, Local Dispatch Centers, and Expanded Dispatch Organization

- Facilitates flow of intelligence information needed to support NW MAC activities.
- Facilitates flow of NW MAC decisions to field units Incident Management Teams, Area Commands and Sub-Geographic Area NW MAC's as appropriate.
- Implements actions associated with NW MAC decisions as may be appropriate to the dispatch system.

Local Administrator of Units with Incidents

- Provides direct management and oversight of suppression activities and achievement of agency direction.

- Transmits Delegation of Authority and WFDSS to NW MAC upon approval.
- Monitors NW MAC decisions and asks for reconsideration action through their respective agency administrator if there is concern over NW MAC's interpretation of fact relative to the status or needs of the incident.
- Maintains dialog with their respective agency NW MAC Group member.

Incident Management Teams & Area Commands

- Provides accurate information relative to incident status, threats and projections of needs as requested to support NW MAC activities.
- Implements actions associated with NW MAC decisions as may be appropriate to the Incident Management Team, Area Command.
- Submit a NW Incident Prioritization Worksheet (IPW).

Non-traditional Cooperators

Local, state or national cooperators may be brought into the MAC organization as liaisons to provide subject matter expertise and information pathways into agencies not traditionally part of the MAC process or organization.

Sub-Geographic Area NW MAC's

- Prioritize incidents and submit incident prioritization list to NW MAC.
- Ensure agency resource situation is current
- Determine specific agency resource requirements
- Determine agency resource availability
- Allocate resources to incidents based upon established criteria
- Anticipate future resource needs
- Communicate and/or implement NW MAC decisions
- Review need for other agencies involvement in the Sub-Geographic Area NW MAC
- Provides accurate information relative to incident status, threats and projections of needs as requested by NW MAC

III. GENERAL OPERATING GUIDELINES

NW MAC Activation Procedures

The NWCC Center Manager will communicate with the NW MAC Chair or acting to maintain situational awareness and facilitate interagency business as needed through all Preparedness Levels.

At Preparedness Level 3, the NW MAC Chair and NWCC Center Manager will discuss and consider the need to activate the NW MAC Group/MAC Support. The decision to activate the NW MAC Group will be based on the number of large/complex/IMT incidents, fires managed for resource benefit, prescribed burns scheduled, predicted weather, percentage of area crews and initial attack resources committed, and the level of competition for resources between units and/or Geographic Areas.

NW MAC may formally convene under any of the following circumstances:

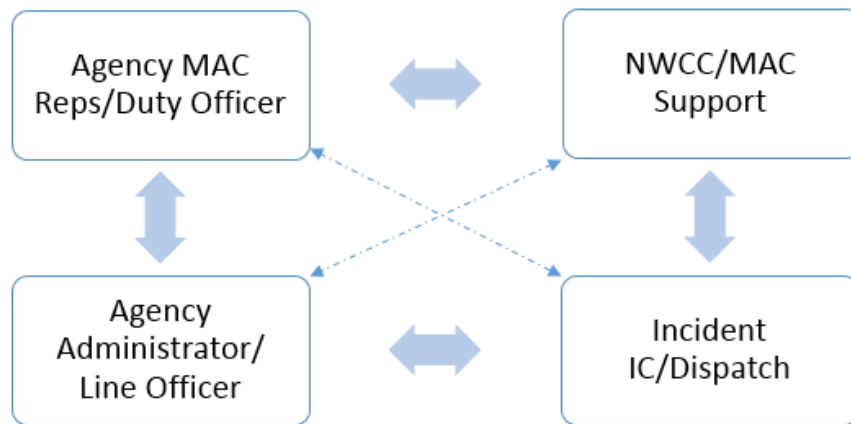
- At PL 4 and PL 5
- At the discretion of the PNWCG Chair;
- At the request of a PNWCG Representative to the PNWCG Chair;
- At the request of the NWCC Center Manager to the PNWCG Chair when;
 - o Critical events or circumstances require upward sharing of risk;
 - o NW MAC deliberations require the involvement of representatives from Agencies/Entities not normally associated with NW MAC. An augmented NWCC staff and NW MAC Support Organization provide administrative and operational support.

NW MAC may choose to convene "virtually" as circumstances permit, utilizing technology and staff work at NWCC/NW MAC Support to maintain situational awareness for making NW MAC decisions. At PL5, the NW MAC Chair, NW MAC Coordinator and NWCC Manager discuss the need for a sitting MAC.

If the decision is made to formally convene the NW MAC, the NWCC Manager will contact the pre-designated agency representatives. The NW MAC Group Coordinator will be agreed to at this time.

If pre-designated individuals are not available, the agency will identify an appropriate substitute.

Based on the situation and issues, supporting specialists will be mobilized as appropriate.



At PL 4 and 5, communication workflow between active participants. Although the communication workflow is the primary chain, alternate contacts exist between all points of the organizations. Keeping in mind that when alternate contacts are made information should be shared/passed back to primary participants.

NW MAC Operating Levels

NW MAC operations are designed to scale up/down in relation to observed and anticipated levels of activity in the NW Geographic Area. The goal is to optimize the time in which the NW MAC is seated so that NW MAC Representatives can focus their efforts on their respective Agencies during periods of critical activity.

Preparedness Level 1:

Situation: Relatively low risk, low complexity. Manageable activity utilizing established process, protocols and relationships.

Workload: 0-1 Active Large Fires

Available Capability: No significant draw or anticipated demand for NW resources in the Geographic Area or Nationally.

Management Direction/Considerations	Who is Responsible
<ul style="list-style-type: none">Follows standard operating guidelines as described in the NW Mob Guide, NW MAC Ops Handbook, and NW Preparedness Plan.Updates Significant Fire Potential, intel products, and conducts periodic briefings as appropriate.Informs NW MAC Chair of change/anticipated change and recommends PL adjustment.	NWCC Manager
<ul style="list-style-type: none">Monitor situation and inform agency administrators	NW MAC Reps

Preparedness Level 2:

Situation: Relatively low risk, low complexity. Manageable activity utilizing established process, protocols and relationships.

Workload: 2-4 active large fires and/or equivalent all risk incidents.

Available Capability: Geographic Area can effectively manage existing/anticipated activity AND still maintain surplus capability—OR—Low levels of activity observed/forecasted AND significant export of NW resources will limit Geographic Area capability to staff two or more IMTs.

Management Direction/Considerations	Who is Responsible
<ul style="list-style-type: none">Follows PL 1 direction.Conducts daily NW Dispatch Coordination Calls.Augment NWCC staffing relative to workload, including individual MAC Support positions as needed.	NWCC Manager
<ul style="list-style-type: none">Monitor situation and inform agency administrators	NW MAC Reps

Preparedness Level 3:

Situation: Moderate risk, low to moderate complexity. Manageable activity; resource competition demands greater communication, transparent decision-making.

Workload: 5-9 active large fires and/or equivalent all-risk incidents.

Available Capability: Competition for shared resources (IHCs, T2IA crews, SMKJs, RAPs, tactical aircraft) is anticipated or already occurring. Up to 60% of NW IMTs are committed. Nationally, shared resources continue to be available.

Management Direction/Considerations	Who is Responsible
<ul style="list-style-type: none">Assess impending threats and coordinate IA/Incident capabilities with agency duty officers and NICC Center Manager.Coordinate prepositioning and extending staffing of shared resources as necessary.Assemble MAC Support staff to augment large incident coordination.Coordinate NW Strategic Intent.Coordinate with agency public affairs officers for situations updates and prevention measures.	NWCC Manager
<ul style="list-style-type: none">Formalize the NW MAC Daily Schedule (Appendix 3) and open communication with NW MAC Chair.Prioritize incidents and communicate priority rankings to NWCC staff and NW MAC reps. Publish priority decisions on NW MAC web page,Coordinate incident resource allocations with NWCC Operations.	NW MAC Coordinator
<ul style="list-style-type: none">Maintain availability for coordination with NWCC Manager/MAC Coordinator.Participate in IC and NW MAC conference calls.Coordinate with agency administrators and fire managers for situational awareness and communicating resource availability and initial attack/large incident management strategies.	PNWCG Chair, MAC Reps

Preparedness Level 4:

NW MAC reps will visibly inject themselves into the NW MAC process by accepting the responsibility for prioritization of incidents. It's recognized that NW MAC Support will provide the necessary additional capacity and the PNWCG Chair will direct and supervise the NW MAC Coordinator. The NWCC Manager will work closely with the NW MAC Coordinator on issues and concerns to have a seamless operation.

Situation: High risk, moderate to high complexity. Aggressive resource management supports accomplishment of objectives on all incidents, though timelines may vary.

Workload: 10-14 active large fires and/or equivalent all-risk incidents.

Available Capability: Heavy commitment of NW resources AND competition from other Geographic Areas limits shared resource availability. NW IMTs are largely committed. Lend-lease and "surge" packages meet IA/large incident demands.

Management Direction/Considerations	Who is Responsible
<ul style="list-style-type: none">Assess impending threats and coordinate IA/Incident capabilities with agency duty officers, NW MAC Coordinator and NICC Center Manager.Coordinate resource allocation with NW MAC Coordinator/MAC Chair,	NWCC Center Manager

<ul style="list-style-type: none"> including but not limited to IMT management and resource extension requests. ● Implement NW MAC decisions. ● Continue to observe appropriate PL 3 guidance. 	
<ul style="list-style-type: none"> ● Coordinate with NW MAC Chair and NWCC Manager to convene “virtual” MAC. ● Implement the 1000 Incident Prioritization conference call with NW MAC. ● Continue daily coordination with NW MAC reps, NWCC Center Manager and staff. 	NW MAC Coordinator
<ul style="list-style-type: none"> ● Proactively consider management actions in response to existing/anticipated incident activity: ● Supplemental work/rest guidelines. ● FAST, ASAT, SAT staffing and mobilization. ● Fire Prevention Education Team. ● Activation of National Guard assets. ● Emergency Firefighter training. ● Brief forest/range industry on the situation and resource availability. ● Coordinate/communicate with agency administrators for situational awareness, incident management strategies, and resource availability. ● Convene MAC reps in person to resolve specific issues, as necessary. Consider adding MAC liaisons from partner agencies. ● Assure agency executives have communicated strategies and expectations to Unit Agency Administrators. 	MAC Chair and MAC Reps

Preparedness Level 5:

Situation: Extreme risk; high to extreme complexity. Resource shortages force “best-worst” decisions. Only highest priority incidents capable of meeting objectives.

Workload: >14 active large fires and/or equivalent all-risk incidents.

Available Capability: Full commitment of NW resources imminent. Limited availability of shared resources nationally due to competition from multiple Geographic Areas. Significant difficulty meeting incident objectives utilizing standard practices and strategies.

Management Direction/Considerations	Who is Responsible
<ul style="list-style-type: none"> ● Assess impending threats and coordinate IA/Incident capabilities with agency duty officers, NW MAC Coordinator and NICC Center Manager. ● Continue to observe appropriate PL 4 guidance. ● 	NWCC Manager
<ul style="list-style-type: none"> ● Facilitate MAC Reps when they are convened in person. ● Order deputy MAC Coordinator if MAC Reps convene in person to maintain span of control; consider additional MAC Admin support to meet documentation needs. ● Continue observe appropriate PL 4 guidance. 	NW MAC Coordinator
<ul style="list-style-type: none"> ● Convene in person to maintain awareness and resolve issues as necessary. ● Coordinate daily with agency executives and continue agency administrator coordination. ● Coordinate with NMAC for military, international resource capability. ● Establish NWGA protection objectives and coordinate strategic intent with partners, agency administrators and AC/ICs. ● Consider additional coordination efforts in support of public information, 	MAC Chair and MAC Reps

prevention measures, legislative and political points of contact and awareness and with non-traditional partners as necessary. <ul style="list-style-type: none"> • Continue to observe appropriate PL 4 guidance. 	
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Scaling Back the MAC Organization

The MAC organization will scale back based on “checks” that reflect the complexity of the observed/anticipated conditions, with a final decision made by the MAC Chair:

- Coordination call checks—Principally maintained based on incident need/requests;
- Face-to-Face check—do critical issues still exist or are they manageable by other means?
- Complexity check—are priority and allocation issues routinely manageable?
- Risk check—do resources exist in enough quantity to support progress on all incidents?

IV. NW MAC GROUP WORKING GUIDELINES

Meeting Objectives

- Information update - fire weather/fire situation.
- Set geographic area priorities once daily.
- Allocate or re-allocate scarce resources.
- Identify/resolve issues (take a pro-active posture).
- Determine need for contingency plans as may be appropriate.
- Provide/recommend direction to local area administrators.

NWCC Center Manager Delegation of Authority

The NWCC Manager serves as the NW MAC Coordinator until another is designated by the PNWCG Chair and facilitates the conference calls. Conference calls will be scheduled as necessary with NW MAC concurrence.

General Meeting Guidelines

- Routine meetings should begin promptly at predetermined times.
- Meetings should last no longer than 2 hours.
- Adequate coordination/information sharing should take place prior to the meeting to ensure issues are clearly and concisely described.
- Individuals presenting issues for discussion and resolution by the NW MAC Group will prepare a written summary (no more than one page) describing this issue in advance of the scheduled meeting.
- The individual raising the issue will lead the discussion at the NW MAC Group meeting.
- All briefing material presented for NW MAC Group consideration shall include a written summary for the permanent NW MAC record.
- The PNWCG Chair (PNWCG Chairperson) will adjudicate critical NW MAC decisions after hours.

Attendance and Participation

When PNWCG NW MAC activated, there will generally be a morning and an afternoon meeting, as necessary and scheduled by the NW MAC Coordinator.

The meeting will lead off with a weather and fire situation update followed by issue identification and clarification. This is the portion of the meeting where non-NW MAC participants can voice concerns or issues they feel the NW MAC should consider in their deliberations. It is beneficial to have informed the NW MAC Coordinator of the topic or issue to ensure adequate time is planned to address the issue.

The second part of the meeting will focus on the prioritization of incidents and allocation of resources. This part of the meeting will be limited to the NW MAC Group members, their supporting staff, and invited technical specialists or agency representatives who are not part of the NW MAC Group itself. Once prioritization and allocation decisions have been made the NW MAC Group will focus on gaining consensus on any other issues needing NW MAC Group resolution.

Some issues or problems dealing with policy issues may arise that are beyond the scope of NW MAC and are more appropriately PNWCG issues. The NW MAC Coordinator and PNWCG Chair will identify these issues or problems and refer them to the PNWCG Steering Committee (or other appropriate entity for resolution).

Record Keeping and Documentation

- Attendance at all NW MAC Group meetings will be recorded and saved for the final documentation package.
- All information presented at NW MAC meetings will be recorded and retained as part of the documentation package.
- NW MAC Group decisions and supporting documentation, including option selected, will be recorded and retained in the documentation package.
- All decision criteria used by the NW MAC Group to prioritize incidents, etc., will be recorded and retained in the documentation package.
- Notes taken by the support staff during meetings and conference calls are considered internal - preliminary working notes not subject to external requests until finalized and issued by the NW MAC Coordinator.
- Draft (word processed) notes will contain the following in a "footer": *"Pre-decisional internal working notes not subject to release until finalized."*
- The documentation package will be retained by the PNWCG Executive Secretary.

Follow-Up Responsibilities

It is the assigned NW MAC Representative, Group or supporting staff member's responsibility to track assigned actions or deferred decisions to completion and to notify the entire group of status as appropriate.

Incident Commander / Area Commander / Sub-Geo Area NW MAC Conference Calls

There may be times when it will be useful to establish IC/AC conference calls. If a conference call is established the NW MAC Coordinator will be responsible to facilitate the call using the IC/AC Conference Call Template (Appendix 10). These calls will take place prior to the morning NW MAC meeting. NW MAC Group members are not required to participate in this call but may participate if they desire.

WFDSS Acquisition and Utilization

The NW MAC may use the Decision Analysis Record and other documents of the WFDSS (Wildland Fire Decision Support System) completed by Local Agency Administrators for incidents being prioritized. The WFDSS information will be used along with information obtained from the ICS-209s and IC/AC conference calls to prioritize incidents.

Delegation of Authorities Collection

NW MAC Group members will provide a copy of their Delegation of Authority to PNWCG Chair by the annual NW MAC Preparedness exercise. The delegations will be filed as part of the annual NW MAC documentation package.

V. NW MAC DECISIONS

NW MAC Group Decision Model

All issues brought before the NW MAC Group will be acted on by consensus that will result in one of the following actions:

- Option 1: Make a collaborative decision and assign responsibility and expectation of implementation.
- Option 2: Delegate a decision with expectations of intended outcomes or results to a NW MAC Group member, the coordinator or staff.
- Option 3: Defer decision for consideration at a later date (e.g., defer for more information or defer for further development of fire situation).

Option 4: Determine that the issue is outside the scope of the NW MAC Group's responsibility. Defer issue to the appropriate organization or individual.

After hours, upon receipt of an issue requiring a decision, the PNWCG Chair will review the issue, consider who if anyone needs to be consulted and make a decision or refer the issue to the appropriate person.

Communicating NW MAC Decisions

- All NW MAC Group decisions will be documented in writing and filed under a sequential numbering system that includes the date of the decision.
- NW MAC decision documents that establish, modify or rescind policy or procedural direction will be on Northwest NW MAC letterhead and signed by the NW MAC Chair.
- NW MAC decisions conveying incident priorities or allocation/reallocation decisions will be on NW MAC letterhead and signed by the NW MAC Group Coordinator.
- NW MAC decision documents will be distributed to the involved Agency Administrators, Incident Commanders or other individuals responsible for implementation.
- The NW MAC Coordinator will share decisions with the National NMAC Coordinator at Boise and/or the NMAC Liaison assigned to the NW geographic area.

Requesting Reconsideration/Modification of a NW MAC Decision

Local Agency Administrators may ask for reconsideration of NW MAC Group decisions by contacting their Agency NW MAC representative.

APPROVALS:

This Operations Handbook shall be effective the date of the last signature and will remain in effect until terminated or modified in writing by those agencies originally approving the document.

By:  Date: 5-18-2016
USDA Forest Service

By:  Date: 8/6/2016
USDI Bureau of Land Management

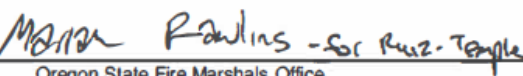
By:  Date: 5/18/16
USDI National Park Service

By:  Date: 5/18/16
USDI Fish & Wildlife Service

By:  Date: 5-18-16
USDI Bureau of Indian Affairs

By:  Date: 5/18/16
Oregon Department of Forestry

By:  Date: 5-18-16
Washington Department of Natural Resources

By:  Date: 5-18-16
Oregon State Fire Marshals Office

By:  Date: 5-18-16
Washington State Fire Marshals Office

Appendix 1

Sample Letter of Delegation of Authority for NW MAC Group Members

(On Agency Letterhead)

Date:

Reply To: (File designation)

Subject: Agency NW MAC Representative

To: (Name of NW MAC Rep)

You are delegated to act for me as my representative on the Pacific Northwest Multi-Agency Coordination (NW MAC) Group. In that capacity, you are authorized to represent the agency's interests in NW MAC Group deliberations to:

1. Establish interagency pre-suppression strategies for the Pacific Northwest in anticipation of incident demands.
2. Set priorities and plans for allocation, re-allocation and demobilization of fire suppression resources.
3. Develop actions to respond to national NW MAC direction.
4. Communicate as necessary with other agency representatives and/or external parties (e.g., interested decision-makers; media; etc.).

This delegation shall become effective the date of this document and shall continue until rescinded.

I ask that you brief me or my deputy daily on the current fire situation.

xxx

Agency Administrator

Appendix 2

NW MAC Daily Schedule

0700	Aviation Conference Call
0730	NW MAC/IC Conference Call
0830	NICC Conference Call
0845	Sub Geo-NW MAC prioritization
0900	NW Incident Prioritization
1000	NW MAC Prioritization Conference Call
1000	NW Geographic Area Conference Call NWCC Operational Briefing
1100	NMAC Conference Call (as scheduled)
1100	Sub-Geo MAC Conference Call (as scheduled)
1300	NWCC/NW MAC Support Strategy Meeting
1600	NW MAC Situation/Strategy Briefing
1700	End of Shift Round Robin
1900	Decision Documentation & Closeout
2100	Incident IPWs due into NWCC ICS-209's submitted into FAMWEB.

Appendix 3

NW MAC Aviation Conference Call

Introduction:

Conference Call Leader
(Aviation Specialist or MCCO)

Summary of Geographic Area Events

Conference Call Leader

Incident Update (In NW MAC Priority Order)

Incident AOBD

In 3 minutes or less, address the following:

- *Prior day aviation successes/challenges;*
- *Today's objectives, especially critical aviation missions;*
- *Critical resource needs not communicated in ICS-209;*
- *Safety concerns, including near misses, incidents, accidents;*
- *Additional items of interest.*

Agency Unit Updates (For Units with Fire Activity)

Unit Aviation Officer

In 3 minutes or less, address the following:

- *Status/situational changes affecting local aviation operations;*
- *Today's objectives, especially critical aviation missions;*
- *Critical resource needs;*
- *Safety concerns, including near misses, incidents, accidents;*
- *Additional items of interest.*

Airspace Considerations:

Airspace Coordinator

Regional Aviation Safety Considerations:

RASM

Aviation Resource Status Report:

NWCC Operations

NW MAC Update:

Conference Call Leader

Wrap-up with AOBD's, UAO's:

Conference Call Leader

PNWCG Aviation Committee:

Committee Chair

Agency	Representative	Comments
ODF		
DNR		
AMD		
BIA		
FWS		
NPS		
FS/BLM		

Confirmation of Next Call:

Call List of Possible Attendees

Field Units:

Burns District
COFMS
Columbia River Gorge NSA
Colville NF
Coos Bay District
Gifford Pinchot NF
Lakeview/Fremont/Winema NF
Malheur/Umatilla/W-W NFs
Mt Baker-Snoqualmie NF
Mt Hood NF

Medford District
Okanogan-Wenatchee NF
Olympic NF
Rogue River/Siskiyou NF
Roseburg District
Salem District/Siuslaw NF
Spokane District
Umpqua NF
Vale District
Willamette NF/Eugene Dst.

Others:

NWCC
Frequency Coordinator
NW MAC
STAT
RAG
Area Command

Appendix 4

NW MAC IC/AC Conference Call Template

0730 Daily

DATE:

Purpose: A brief exchange of information between incidents, agency representatives, NWCC and, when activated, MAC Support to reconcile differences between or changes to the latest ICS 209, situation report, or resource orders to enhance priority and allocation decision-making.

Summary of Geo-Area Events:

Conference call leader

AC – IC Update: [Presented in order by NW MAC priority]
IC's introduce themselves/actings when incident called upon

Area/Incident Commander

In 3 minutes or less – address the following:

- *Any changes from the latest 209 report, especially evacuation levels.*
- *Prior day successes/challenges described using geographic features and cardinal directions rather than branch/division/road numbers.*
- *Today's objectives, especially critical missions (including values at risk); resources necessary for those critical missions (including number of shifts needed); and probability of success.*
- *Safety concerns, including accidents, injuries, and near misses.*
- *Additional items of interest.*

Resource Status Report:

NWCC Emergency Operations Manager

- *Identify any available shared or pre-positioned resources*

NW MAC Update:

NW MAC Coordinator

Wrap-up with AC's or IC's: The call with the AC's & IC's is complete –
[They are invited to remain on the line at their discretion]

Conference Call Leader

- *Validate any lend/lease discussion/decisions*
- *Notify IC's of STF availability*

Agency or Sub-Geographic Area NW MAC Reports:

NW MAC Chair

- *Agency Reps provide information on T3/emerging incidents*

Confirmation of next conference call:

Conference Call Leader

Appendix 5

NW MAC Prioritization Conference Call

1000 Daily at PL 4 & 5

Date: _____

	AGENCIES	REPRESENTATIVES	ALTERNATES
	BLM	Jeff Fedrizzi	
	BIA	Brian Tonihka	John Szulc
	FS	Kevin Martin	
	FWS	Brett Fay	Brian Gales, Cindy Sidles
	NPS	Matt Johnson	
	ODF	Doug Grafe	Ron Graham
	DNR	Bob Johnson	John Kaikkonen
	OR Fire Service	Bob Madden	
	WA Fire Service	Randy Johnson	
	OR SFM	Jim Walker	Mariana Ruiz-Temple
	WA ASFM	Bill Slossen	Chuck LeBlanc
	NNW MAC	Dalan Romero	
	NWCC	Dan O'Brien	Ted Pierce
	NW MAC Coord		

Purpose: To display incident priorities drafted by MAC Support for discussion with and concurrence from MAC Representatives.

Strategic Intent

NW MAC Coordinator

Review of Summary Report—NW MAC Priorities

NW MAC Coordinator

- *Break incidents into groups as appropriate.*
- *Changes from the previous day.*
- *Changes due to Sub-Geo NW MAC priorities.*
- *Rationale for priority order.*

Questions/Validation

NW MAC Coordinator

- *Changes to priority order?*

NW MAC Issues/Discussion

NW MAC Chair

Next Call

Appendix 6 NW MAC Conference Call

NW MAC Conference Call _____ @ 1600

	AGENCIES	REPRESENTATIVES	ALTERNATES
	BLM	Jeff Fedrizzi	
	BIA	Brian Tonihka	John Szulc
	FS	Kevin Martin	
	FWS	Brett Fay	Brian Gales, Cindy Sidles
	NPS	Matt Johnson	
	ODF	Doug Grafe	Ron Graham
	DNR	Bob Johnson	John Kaikkonen
	OR Fire Service	Bob Madden	
	WA Fire Service	Randy Johnson	
	OR SFM	Jim Walker	Mariana Ruiz-Temple
	WA SFM	Bill Slossen	Chuck LeBlanc
	NNW MAC	Dalan Romero	
	NWCC	Dan O'Brien	Ted Pierce
	NW MAC Coord		

Purpose: To brief MAC Representatives and other potentially interested parties on the outcome of the past 24 hours and set the stage for the next 24 hours of operations.

National NW MAC Update:

NMAC Liaison

NW Situation Update

Fire Potential/Fire Weather

NW MAC Coordinator

NWCC Meteorologist

Initial Attack/Emerging Incidents

NWCC Intel

Incident Operations and Implications
(*Fire Growth Assessment, as needed*)

*MAC Ops Specialist, NWCC Intel,
and Fire Analyst*

Incident Aviation

MAC Aviation Specialist

Resource Implications

NWCC Operations

Safety Implications, Observations & Trends

MAC Safety Coordinator

MAC REPS Working Session

National MAC Update:

NW Strategy/Intent

NW MAC Coordinator

Recommended strategy/intentional actions relative to situational update/changing conditions.

Opportunity for NW MAC reps to discuss any agency specific strategies or direction.

ISSUE IDENTIFICATION / RESOLUTION:

NW MAC Reps / All

Issue: Name of individual presenting the issue followed by a short issue statement	Resolution: Document resolution below.

NWCC Manager:

NWCC Center Manager

Wrap-up/Follow-up Actions:

NW MAC Coordinator

Next conference call: